



**MINUTES OF THE MEETING OF THE
EASA MANAGEMENT BOARD**

HELD ON

15 DECEMBER 2009 (MB 04/2009)

AND SUMMARY OF DECISIONS TAKEN

SUMMARY OF DECISIONS

At its meeting held on 15 December 2009, the Management Board:

- Formally adopted the Agency's 2010 Budget;
- Adopted in principle the Agency's Business Plan 2010-2014;
- Endorsed the Agency's internal Annual Audit Programme 2010.



0. List of Attendees – Please see ANNEX 1

The Chair opened the meeting and welcomed all participants, especially the new representatives from Ireland, Lithuania, UK and Croatia.

1. Adoption of the Agenda

The Agenda was adopted as presented. The Chair reserved the right to change the order of agenda items for time management reasons and announced a closed session on the ED appraisal procedure to take place after the lunch break.

2. Adoption of the minutes of the previous meeting

The draft minutes of the MB 03/2009 meeting were adopted. The review of the action list was made by the Chair.

3. Comments from the Chair

The Chair thanked the Agency for providing MB Members with a set of recent EASA publications, including the 2008 Annual General Report, the Annual Safety Review 2008 and the EASA Fact Book 2005-2008. He commended the quality of the documents, but regretted that the Annual General Report made no reference to the Management Board. The Executive Director undertook to remedy this next year.

The Chair reported a discussion between EAB representatives, the ED and himself on the composition of EAB in view of applications received from two ATM organisations to participate in EAB work. It was agreed that, given the Agency's present functions and the early stages of the work on ATM, the current balance of EAB representatives is appropriate and that the size of the Board should not be extended for the time being. However, recognizing the Agency's growing involvement in the fields of Aerodromes and ATM/ANS, the composition of the EAB will be kept under review, and in the meantime the two organisations were invited to participate in the work of the SSCC.

The Chair informed on a meeting held with the MB Chair of the European Medicine Agency (EMA). It is planned to arrange a meeting between the MB Chairs of all EU Agencies, which might lead to regular contacts similar to the inter-Agency meetings held between the Executive Directors of EU Agencies.

The Chair informed that an improved research function for MB documents will be available on the EASA MB website shortly. Moreover, the MB Secretariat is



currently working on the establishment of a restricted MB share-point site to provide a comprehensive communication tool for the MB.

4. Report of the Executive Director

The ED presented his report on developments since MB 03/2009 (WP03a). He underlined inter alia the following elements of the report:

- Start of European Aviation Safety Advisory Committee (EASAC);
- International Pilot Training Conference & Rotorcraft Safety Symposium;
- Coordination of EU input for ICAO high level conference in March 2010;
- Ongoing discussions with EC re access to the Central Repository of occurrence reports;
- Rulemaking Programme 2009-2012 implementation close to 100%;
- Working Group on FTL and Rest requirements for CAT started;
- 4 draft and 2 final recommendations on ICAO State Letters;
- Processing of 26 exemptions from Member States (EU OPS);
- Restricted Type Certificate to Antonov 26 and Kamov 32;
- 2 new Technical Advice Contracts;
- DOA internalisation closed;
- Several POA applications expected from China & Russia (only 1 received);
- SAFA Standardisation Programme kicked-off;
- Important activities in International Cooperation (e.g. support to EC re Bilateral Agreement with Brazil; EASA assessment visit to ANAC on 22-26 Feb 2010; 2 Working Arrangements with CAAC re Agusta Rotorcraft and Lindstrand Balloons Ltd.; EASA investigations on accreditation of Hong Kong CAD re production oversight);
- Budget commitment level 95% and payment level 65% by 01.12.2009;
- Work on new Fees & Charges Regulation progressing;
- Audits on Information Management, CAW, Safety Analysis completed;
- Technical training delivery 01.09-30.11: 47 sessions, 40 courses, 270 EASA + 106 NAA attendees;
- Staffing figures amounting to 456 TAs by 01.12.2009.

In discussion of the ED report, the following points were made:

- EAB raised concern that recent publications on the EASA website (e.g. on child restraints) might create false expectations to the public. EASA explained that the public needs to be kept informed on such topics, at the same time offering for better coordination with industry re technical aspects of such statements;
- Question was raised on the legal basis for issuing Restricted Type Certificates (RTC) for Kamov helicopters. EASA confirmed that this activity



is fully covered by the EASA Basic Regulation. The RTC issuing is the consequence of compliance to requirements.

The ED introduced the report on Fees & Charges Performance Information (WP03b), covering the period of 01 January to 30 June 2009.

Members noted a significant cutback in the number of certification task carried out by and/or on behalf of the Agency. The ED explained that this downturn is mainly due to the effects of the worldwide economic crisis on industry, but having no significant impacts on the Agency's budget. Large projects are still active while smaller projects (e.g. minor changes and repairs) are declining. With regard to the period after June 2009, only a slight decrease in the planned revenue is expected with no major consequences on the Agency's budget.

As regards the number of staff working on certification tasks, the ED said that Certification is not yet completely staffed and is thus still generating significant overtime. Additional resources through new Technical Advice Contracts (TACs) will reduce non-billable hours (overheads) and hence diminish certification hourly rate and individual certificate costs.

5. Rulemaking in the context of the extension of Community competences

The Agency's Rulemaking Director introduced WP04, providing a progress report on EASA rulemaking activities in the context of the 1st and 2nd extension since MB 03/2009.

As regards the 1st extension, he underlined that EASA had aligned the eight work packages with the NPAs for planning and work purposes and a detailed comment review plan had been established. EASA actions since MB 03/2009 included inter alia continuation of FCL+MED+OSD/SD comment review, initiation of the AR/OR+OPS comment and initiation of rulemaking task OPS.055 on FTL CAT. EASA is continuing along the agreed lines and will concentrate on the timely delivery of CRD and related opinions. EASA is also committed to communicate closely with stakeholders in order to involve them during the comment review phase.

With regard to the 2nd extension the Rulemaking Director highlighted that EASA had given a report to the SES Committee on 3 December 2009 regarding the new joint EC and EASA approach for rulemaking priorities and process in the field of ATM/ANS. Following this meeting, the Commission and the SES Committee had asked EASA to elaborate a "fast-track" process to



transpose SES safety rules (ANSP, ATCO & NSA) by the end of 2010. This approach would free up EASA resources to support implementing SES II by 2012, including all safety related issues. The proposed fast-track would mean to transpose existing laws with minimal updates and through accelerated consultation within 1 year instead of the planned 2.

Discussion on 1st extension

Members asked for further clarification on whether the priorities set out by the joint EASA and Commission approach presented at MB 03/2009 had been duly taken into account. Particular concern was raised whether the priority given to FCL and CAT was duly respected as it seems that work on further 1st extension rulemaking tasks (e.g. other OPS, non-commercial OPS) had already been started before the first work packages have been delivered.

The Agency's Rulemaking Director confirmed that EASA is completely adhering to the priorities agreed by the MB. He explained that the CRD for authority and operator requirements for CAT is the current priority and will be delivered in August 2010. However, as comments received on other 1st extension tasks could already be taken into account, the CRD for other OPS and non-commercial OPS can be delivered simultaneously. Members stressed the importance of strictly adhering to the priorities set by the Board at MB 03/2009 and asked for more transparency on the progress made.

Members noted that some confusion exists regarding operator requirements, in particular the status of transposition from EU-OPS and the distinction between general and specific requirements. Question was raised whether the structure of OPS rules will be changed and whether there will be significant deviations from EU-OPS. The Rulemaking Director confirmed that the existing overall structure will be maintained, consisting of (i) authority requirements, (ii) organisation requirements and (iii) technical requirements. The substructure of the technical operational requirements will be separated into general (for each type of operation) and dedicated stand-alone parts for CAT, other operations, non-commercial operators and special approvals.

The Board commended the efforts made by the Agency in preparing the CRDs for the 1st extension, emphasising the importance of providing objective safety or regulatory justifications where proposed texts differ from existing ones. At the same time, Members noted that simplification will be needed in order to make the rule structure better understandable. The Agency acknowledged that an explanatory note to CRD tables will be issued, to explain the changes/amendments to the original text and to show the impacts. As regards the timing, the Agency anticipates to strictly adhere to the (2-month) comment period in order to meet the deadlines. As regular



updates through the website and EASA news are provided, stakeholders will be duly involved during the comment review phase.

The Chair summarised the discussion on the 1st extension as follows:

- a) The Board noted that the Agency is adhering to the priorities and timing set out at MB 03/2009, taking into account that the Agency has to deal with very complex material to communicate;
- b) The Board reiterated the importance of providing regular status reports on the implementation of rulemaking priorities at MB meetings, structuring the reports to provide transparent information on the four key themes: (i) simplification, (ii) prioritisation, (iii) alignment with existing texts and (iv) transition;
- c) The Board commended the efforts made by the Agency in preparing the CRDs for the 1st extension. EASA will prepare a note to CRD tables explaining changes/amendments to the original text and showing impacts.

Discussion on 2nd extension

The Chair introduced a letter from DGTREN which the Agency had received following the 33rd meeting of the SES Committee held 3-4 December 2009. He underlined that most significantly, the Agency has been asked to elaborate a "fast-track" process to transpose SES safety rules (ANSP, ATCO & NSA) already by 2010.

Thanking the Agency for their presentation on the rulemaking process and priorities at the SES Committee, the Commission outlined the main purpose and content of the letter. The Commission underlined that the letter was meant to be supportive to provide EASA with a proper basis for their future work. In order to ensure the successful implementation of SES II by 2012, the development in the field of ATM/ANS will need to be accelerated with the relating rules to be adopted swiftly by 2010. The adoption of IRs by the end of 2012 as currently foreseen would be too late. The Commission acknowledged that the proposed "fast-track" is not meant to affect other rulemaking priorities already set and only covers areas in which the transposition of existing rules is considered not to be so complex (requirement for service provision, air traffic controller licensing and requirements for competent authorities). The Commission reiterated the need for close cooperation between EASA, the Commission and EUROCONTROL and to take into account the existing expertise and rule material to the maximum extent possible.

Members supported the idea of a "fast-track" process as it directly supports the implementation of the SES II. Members underlined that a simple



transposition of the ATCO Directive into a regulation should however be examined closely, as this Directive has been already transposed differently in each Member State's legal order.

The Agency's Rulemaking Director explained that with regard to SES requirements in the end, the same horizontal structure will be in place. He confirmed that EASA will make efficient use of existing material. A detailed gap analysis is required in order to identify these discrepancies between the Directive and the Basic Regulation requirements. In particular, the transposition of the ATCO Directive could be difficult. Therefore intensive discussion would be required between the Commission, ATCO stakeholders and with technical assistance of EASA. The Rulemaking Director also stated that only IRs would be delivered in the fast track because there is no sufficient for AMCs and GM as well.

The view was shared that the "partnership document" between the Agency and EUROCONTROL should provide for clear guidance by setting out the sharing of responsibilities and resources. The Agency's Rulemaking Director said that an outline of this "partnership document" was presented at the last EASA-EUROCONTROL partnership meeting and that the final document is now pending approval from the Commission, EASA and EUROCONTROL are ready to sign. A report will be given at the next MB meeting in March 2010.

In the light of the discussions, the Board agreed that the Agency should get at least the elementary work done with regard to the 2nd extension through a "fast track" procedure, reiterating its earlier calls for close cooperation between EASA and EUROCONTROL and for making efficient use of the scarce expertise in ATM safety matters and of existing rule material to the maximum extent possible.

The Chair summarised the discussion on the 2nd extension as follows:

- a) The Board noted the letter from the European Commission as a supportive letter, acknowledging what the Agency is currently doing but at the same time asking for acceleration in certain areas;
- b) The Board agreed that EASA and its Management Board will do anything possible to support the implementation of the Single European Sky II, in particular to get the basic ATM regulations timely in place;
- c) Members acknowledged that measures to be developed for ATM shall build on existing rule material to the maximum extent possible, whilst retaining the Agency's rulemaking architecture of overarching organisation and authority requirements, and technical requirements.



EASA will analyse which text parts cannot be adopted and need to be fitted;

- d) The Board noted that extensive discussion could be required as regards transposition of the ATCO Directive;
- e) The Board strongly supported close cooperation between EASA and EUROCONTROL. Detailed information on the modalities of such cooperation and the EASA/EUROCONTROL "partnership document" will be given at MB 01/2010.

6. Safety Strategy

EASAC

The ED introduced WP05a, presenting a report on the activities of the European Aviation Safety Advisory Committee (EASAC). He informed that following MB 03/2009 the EASAC composition had been defined based on recommendations received from MB Members and Observers. The group is now composed of 17 persons, representing NAAs, Industry, EUROCONTROL, European Commission and EASA. The ED was also pleased to present the EASAC ToRs, including agreed definitions, subject, objectives, specific tasks and deliverables, working methods and time scale/milestones. He underlined that the agreed ToRs meet the expectations from MB 03/2009, in particular as they reflect the strategic role and advisory function of EASAC and show that the group's activities are ongoing work.

The ED reported that two meetings of EASAC were held since MB 03/2009. He summarised that the European Aviation Safety Programme (EASP) informal group will be dissolved and replaced by a formal sub-group of EASAC to be established before Christmas 2009. This will allow for the development of an European Aviation Safety Programme (EASP) before March 2010, based on the preliminary work done by the informal group and following consultation with the AIBs. For organisational reasons, focus will be put on the current situation and the 1st extension, while aspects of the 2nd extension will be dealt with at a later stage. Moreover, he said that EASAC initiated their work on the identification and development of appropriate safety indicators and metrics. Finally, reiterating the importance of sharing aviation safety data, EASAC has discussed the concept of a pool of analysts (similar to the pool of experts in the field of certification) to discuss how best to analyse in detail safety data and figures.

The Commission added that aviation safety is a key issue with no room for compromise and hence considers the set-up of the EASAC as essential. The development of a European Aviation Safety Programme (EASP) will be the



basis for future work and will constitute a framework to promote safety (e.g. by establishing guidelines, institutional requirements, etc.). Similarly, the development of a European Aviation Safety Plan is a core element of the overall EU safety strategy which is currently being developed within the Commission.

The Board welcomed the activities of EASAC and congratulated the Agency on the significant progress made within only a few months. The achievements made clearly demonstrate that the Agency has taken on board what was requested by the MB.

Members noted that the EU safety strategy should be all-encompassing. A total system approach should include all aspects of the 1st and 2nd extension. The ED explained that a clear distinction needs to be made between the European Aviation Safety Programme ("organisation of aviation safety") and the European Aviation Safety Plan ("concrete action plan"). Considering this, a differentiation between 1st and 2nd extension is made to describe the organisation of aviation safety. He suggested to start with the aspects of the 1st extension, since their implementation has been most advanced. The Programme will be updated, as soon as new IRs have been adopted. Safety aspects of ATM/ANS and Aerodromes will immediately be part of the European Aviation Safety Plan in order to have an all-encompassing aviation safety strategy.

A question was raised regarding the activities of the Commission in setting-up the political target of the EU aviation safety strategy. It was noted that the Commission is tasked with producing the political statement (strategy framework) by undertaking the initiative to produce the fundamental safety objectives in the EU, while EASAC is acting as support in this process by providing the necessary inputs.

As regards the ToRs, EAB suggested to establish some KPIs/SPIs in order to measure the effects of EASAC work. The ED underlined that the identification and development of appropriate safety indicators as mentioned in point 3. of the EASAC ToRs is of utmost importance. EASAC will produce a set of Safety Performance Indicators (SPIs) for March 2010. This includes a 3-tier level of SPIs for (i) general public (to inform EU citizens), (ii) principal risks (to monitor) and (iii) an implementation link to the action plan. Additionally, Members noted that the EASAC ToRs make no explicit reference to ICAO. As drawing up the European Aviation Safety Programme will contribute to States' implementation of an ICAO requirement, the ToRs should reflect that EASAC is taking into account ICAO SARPS.



With regard to the proposed working methods, the Board noted that besides data analysis, information gathering should be in the forefront. Particular concern was raised concerning other data sources EASAC intends to use for their activities, e.g. accident and incident reports, SAFA database, international cooperation and ESSi, underlining that the reliability of data to be used by EASAC is essential. The ED explained that the data sources enlisted in point 4. of the EASAC ToRs are not exhaustive. Considering the importance of data collection and protection for EASACs activities, he reiterated the need for the Commission to cooperate with EU Ministries of Justice re data privacy and protection in order to achieve unification. Work on a global basis and a long-term strategy is needed here.

The Commission recalled the importance of a close link with the European Central Repository which is accessible via the ECCAIRS system. All Member States should be committed to contribute and to ensure that all relevant safety-related information contained in the national databases is integrated and made available for exchange. The Commission underlined that such reporting is an obligation for each Member State and an infringement procedure could be brought in the cases where the Union legislation is still not applied.

The Board endorsed the establishment and composition of EASAC as well as the proposed ToRs. The Board agreed that a report on EASAC activities shall be given at forthcoming MB meetings.

Safety Reports 2009

The Head of the Agency's Safety Analysis and Research Department introduced WP05b, presenting an update on Safety Reports 2009. This included inter alia statistical figures on fatal/non-fatal accidents and fatalities. He underlined that the number of fatal accidents worldwide in 2009 (CAT incl. large helicopters and cargo) as well as the number of fatalities was significantly below the 10-year average. He also pointed out that the number of non-fatal EASA MS (state of registry) accidents in 2009 went down by about 30% compared to the 10-year average. In total, a continuous improvement was seen over the past 10 years. A detailed report for 2009 will be issued in early 2010.

7. International Cooperation

The Agency's Rulemaking Director introduced a paper on the Agency's international cooperation activities (WP06), produced by the Agency in close coordination with the Commission. He reported on the achievements reached so far, including a status report on Bilateral Agreements, Working



Arrangements, work of the EASA representatives in Washington and Beijing and progress made in Technical Cooperation Programmes. As regards the strategy for International Cooperation for 2010 onwards, he underlined the support to EC in the negotiations for Bilateral Agreements, the coordinated and pragmatic approach regarding Working Arrangements, the strengthening of EASA technical assistance and cooperation as well as the consolidation of existing EASA representations. He also said that the set-up of a new EASA representative at ICAO in Montréal is considered as priority.

The Commission confirmed that the strategy presented had been completely harmonised with their approach and reiterated that the set-up of an EASA representative at ICAO had been agreed and is priority.

The Board welcomed the strategy on the Agency's international cooperation activities as presented in WP06 and expressed their appreciation regarding the work carried out by the Agency's International Cooperation Department.

Considering the efforts made by the US FAA in promoting their activity via International Cooperation, as well as the number of requests from foreign countries for EASA support, some Members felt that the Agency - now being well established and recognised - should put even more focus on international activities. The Board fully supported the idea to export European aviation safety culture worldwide.

There was a discussion about the scope for establishing a representation in Montreal for liaising with Canada and possibly supporting the EC representative at ICAO. The Board agreed that further consideration was needed before the final decision was taken by the appropriate EU institution.

The Agency and the Commission will prepare a mandate of the would-be representative.

8. ENaCT Report

The ED, ENaCT Co-Chairman, presented a report on the ongoing ENaCT activities (WP07). The report included the following topics: Continuing Airworthiness, Pool of Experts, Business Plan and Ongoing Actions.

With regard to Continuing Airworthiness, the ED reported that in view of a potential increase in the activity (about 51.000h hrs/year), it is foreseen to make use of the expertise available within the NAAs in order for the Agency to cope with the additional workload. However prompt dissemination of information on design-related occurrences is a priority and EnaCT had



requested the Agency to draw up guidelines. As regards the Pool of Experts activity, ENaCT had discussed to also address Flight Standard activities (MRB, OEB and STD) in view of the Agency's new responsibilities, but concluded that this fell outside the scope of the Pool of Experts. On the Business Plan, ENaCT urged the Agency not to deviate from the agreed target outsourcing ratio (80%) for products and parts. Regarding ongoing actions, the ED informed that the outsourcing study report on certification tasks will be presented to the next ENaCT meeting in February.

The Chair reminded members that all NAAs are invited to send experts to ENaCT.

9. Finance and Business Services Committee

Election of new FABS Committee Chairperson

The Board took note of a letter from the FABS Committee Chairman (WP08b) in which he indicated his intention to step down as Chairman of the FABS Committee. In his letter, he proposed to nominate the Dutch MB Member, Ellen Bien, as new Chairperson of the FABS Committee, taking into account her qualifications and her willingness to take over Chairmanship.

The Board agreed with this proposal and appointed Ellen Bien as new Chair of the FABS Committee. Members expressed their gratitude to Kurt Lykstoft Larsen for his long time activity as Chairman of the FABS/Budget Committee.

Status Report on Review of Fees & Charges Regulation

The Head (acting) of the Agency's Applications and Procurement Services Department delivered a status report on the review of the Fees & Charges Regulation (WP08c). He informed that a study had been carried out by Helios during 2009, with the main objective to develop revised tariff tables for the new Fees & Charges Regulation. In the course of this study, two options for a new system (Option 2: flat fees and Option 3: hybrid = flat fees + hourly fees) had been further elaborated and the related tables calculated. This was followed by a detailed analysis of the new fee structures, taking into account input from EASA, the Commission, Industry and NAAs. A decision on the preferred option will soon be sought and the final draft Fees & Charges Regulation will be presented to MB 01/2010. A realistic implementation date is 1st January 2011.

The Chair thanked for this essential information, as the Board will be asked for a formal opinion on the new Fees & Charges Regulation at MB 01/2010.



Members noted the complexity of the 2 options considered. Question was raised whether the revenues under option 2 or 3 would be much different from the revenue today. The Agency explained that both models should lead to the same revenue. Considering the cost reflectivity of options 2 and 3, members asked for further clarification on which basis these revenues have been calculated. The Agency explained that the actual data of the full year 2008 (assumed as typical year of business) had been taken as basis. As regards option 3, concern was raised whether the hybrid solution would bring about additional administrative work requiring additional resources. It was noted that a major problem is to determine the quota. Additional time and resources might be required as it is difficult to get this information online.

Members underlined that industry involvement is important when discussing the new Fees & Charges Regulation. It was also seen essential to know who is representing industry, as various industry sectors might take different approaches towards a new Fees & Charges system. Specific concern was raised whether the new Fees & Charges system would be suitable for small and medium size industry. The Agency explained that there will only be limited effects on smaller industry. Finally, there was discussion on the possibilities for revocation or suspension of certificates in case of non-payment.

EAB noted that discussions so far have only taken place with manufacturing industry but has excluded other important players such as the airlines/aircraft operators and MROs. The EAB representative therefore stressed the need to formally consult the EAB (as required by EU law) on any proposed revisions to the fees and charges, in particular since only manufacturing industry was consulted so far and that recommendations for fees revisions might therefore not be representative for other sectors affected by EASA fees and charges.

10. Adoption of the Business Plan 2010-2014

The Agency's Finance and Business Services Director introduced the Business Plan 2010-2014. He explained that the Business Plan is conceived to serve as basis for all other planning documents in the Agency, including the Draft Budget 2010, the PDB 2011 and the SPP 2011-2013. As regards the staff and budget overview he underlined that the revenue and expenditure are increasing from 102,9 M EUR in 2010 to 136,9 M EUR in 2014. The document also shows the increase of staff (Temporary Agents at the end of the year) from 553 in 2010 to 686 in 2014, however only the figures up to 2012 have been agreed with the Commission. The Commission reserves the right to review the proposed additional increase vs. 2012. He concluded that the



Business Plan 2010-2014 is completely balanced, for both regulatory and fees & charges activities.

The Chair of the Agency's FABS Committee introduced his report on the Business Plan 2010-2013. He said that it was the general opinion of the Committee that the Business Plan is improved compared to the last version but that further improvements are possible in specific areas (e.g. KPIs, efficiency, business risks and staffing plan). The FABS Committee considered that the comments EASA received on the document are not of a blocking nature and therefore recommended the Business Plan 2010-2014 for adoption.

The Commission welcomed the Business Plan 2010-2014 and the planning documents based on it. However, the Commission made clear that the Agency's Business Plan is no legally binding document but just a "guideline" for the preparation of future documents. A realistic reflection of the figures presented (e.g. on finance and staffing) will be subject to further consideration by the Commission.

The Commission made the following general remarks:

- Regarding the Budget 2010, the Commission noted that the figures presented are subject to the approval by the Budgetary Authority;
- Regarding staffing, the Commission noted that this is a sensitive issue and the Agency needs to be aware of its limits. The figures presented in the SPP 2011-2013 seem to be too optimistic. Taking into account the "deployment-initiative", EASA should reflect carefully e.g. on positions for short-term projects. In addition as a general comment the Commission stated that the figures should be in agreement with the officially adopted, legally binding documents (such as: the Multiannual Staff Policy Plan, Work Programme and PDB).;
- As regards Third Country Operators, the Commission recommended a re-allocation of resources (e.g. temporarily for work on Black List issues) as the work will only start in 2012;
- Regarding redeployment – it should be attempted between rulemaking, standardisation and approval of personnel.
- On standardisation inspections, the Commission noted that as of 2010 the activities will be streamlined in order to rationalise this work.

The Board commended the Agency on the improvements made compared to the previous Business Plan and welcomed the document presented. However, several areas for improvement were identified. Taking into account the



discussions held at the previous MB meetings, the Board agreed that KPIs are the main weakness of the document. The FABS Committee will need to deal with this issue as early as possible. It was also noted that the part on the Agency's Training Policy does not adequately reflect the discussion at the MB Special Meeting on 08 June 2009. The Chair asked the Finnish Member to discuss the technical training issue directly with the Agency's Approvals and Standardisation Director, following the statement of the Finnish member, supported by the Netherlands, that the proposed text in Chapter 6 was not in line the conclusions of the Management Board at its strategic meeting on 8 June 2009.

The Board asked for further clarification regarding the potential oversight of US maintenance organisations. It was noted that the oversight of US maintenance organisation would create a considerable additional workload for the Agency, but the related cost would need to be paid by US industry. Members also noted that information is missing on risks associated with Qualified Entities. As the Agency does not yet outsource to Qualified Entities, Members agreed that the risk related to Qualified Entities shall be included in the risk register only at a later stage. Finally Members identified the need for precise data figures on internal cross-services provided across Agency Directorates.

Discussion ensued regarding the "strategic objectives" presented in the Business Plan. Members saw a need to review the drafting of the document as well as the terminology used. In addition, it was noted that the Executive Summary should mention the "safety strategy". In the light of this, the Chair proposed to delete the strategic objectives from the current Business Plan and offered to redraft/recast them together with the ED. The Board agreed.

In general, the Board noted that figures presented in the BP should be streamlined and cross-checked with figures contained in other EASA planning documents in order to avoid any discrepancies. Moreover, the timing arrangements would need to be improved to allow for a better scrutiny by the FABS Committee. Both issues were considered as a valid point to be further assessed by the FABS Committee.

In view of the discussion, the document will be updated in line with modifications requested by the Board and re-submitted to MB Members via email for their final approval.



11. Adoption of the 2010 Draft Budget

The Agency's Finance and Business Director introduced the 2010 Draft Budget for adoption. He explained that the document had been prepared fully in line with the Business Plan 2010-2014, slightly amending the PDB 2010 presented at MB 01/2009. The two most notable changes were (a) a reduced headcount target of 553 at the end of 2010 (instead of 570 foreseen in the PDB 2010) and (b) the change in the allocation rules, generating more operational staff in core activities and reducing support costs. The Commission gave its approval on the Draft Budget for 2010 subject to the final approval by the Budgetary Authority due to an ongoing procedure.

The Board formally adopted the 2010 Draft Budget.

12. Planning Documents 2011

Preliminary Draft Budget 2011

The Agency's Finance and Business Director introduced the Preliminary Draft Budget (PDB) 2011 for information, underlining that the PDB 2011 is in line with the workload identified in the Business Plan 2010-2014. The PDB 2011 will be submitted to the Commission for their review and comments in February and re-submitted to MB 01/2010 for adoption. The Commission stated that at this stage it cannot prejudge the outcome of the discussions with the Agency and DG BUDG as regards the draft budget estimates for 2011.

EAB raised concern regarding the carry-over from fees and charges, which still indicates that the Agency is over-recovering and holds a significant amount of reserves. The Agency's Finance and Business Director reiterated that this issue will be duly taken into account and carefully analysed as soon as the concluding figures for 2009 are available.

Staff Policy Plan 2011-2013

The Agency's Finance and Business Director presented the Staff Policy Plan (SPP) 2011-2013 for information. He explained that the same structure was used as for the previous SPP and that the document is entirely in line with the resource requirements identified in the Business Plan (taking into account possible revision of the figures for 2013). He said the Agency's staffing policy had not changed compared to the previous year. The SPP will be re-submitted to the MB for adoption at MB 01/2010.



13. Executive Director Appraisal Procedure

Members were presented with a Draft MB decision on the ED appraisal procedure. The Board took note of this draft MB decision. The draft will be submitted to the European Commission under Art. 110 of the Staff Regulations and will subsequently be re-submitted to the MB for adoption.

14. EASA Annual Audit Programme 2010

The Head of EASA Internal Audit and Quality introduced the EASA Annual Audit Programme 2010 (WP13), providing an overview of the internal audits planned at the Agency in 2010 by the Commission's Internal Audit Service (IAS) and the Agency's audit capability. He stressed that the audit programme is in line with international audit standards and is a result of a close cooperation between the IAS and EASA to avoid any duplication.

Members asked on how the Management Board will be involved in the follow-up of planned audits. It was noted that for each audit mission a specific report will be produced by IAS and presented to the ED who reports to the Management Board accordingly. An official report of IAS is produced once per year. The Chair underlined the importance to continuously inform the Management Board on IAS reports and also on internal reports of the IAC.

The Board asked for further clarification on the results of the risk assessment as presented in the table on p.3 of WP 13, in particular the risks related to specific processes/activities. The ED explained that he needs to have a full picture of risks involved and consequently the IAS audits need to cover all areas. Within the last 5 years all Agency's activities had been audited.

The Board endorsed the Agency's IAS Annual Audit Programme 2010.

15. Stakeholder Feedback

The Head of EASA Internal Audit and Quality gave a status report on Stakeholder Feedback. He informed that the Agency is committed to identify, implement and continually improve a stakeholder-related process, including an analysis of their feedback and a monitoring of their satisfaction, to comply with EASA Management Standard No. 23 and ISO:9001 quality standards. Information relating to stakeholder perception is monitored and reviewed at annual Management Review (MR) meetings. For measurement of the performance of its processes, the Agency uses both active (targeted surveys) and passive (EASA website) feedback collection.



The following results were achieved:

- Organisations oversight: 77% total average satisfaction;
- Product Safety oversight: 74 % total average;
- Safety oversight of MSs: 86% total average;
- Safety assessment and promotion: 80% total average.

The Board noted that the average satisfaction rate was quite high and that the feedback process will be further extended to other areas of activity. EAB asked whether KPIs would better reflect the stakeholder feedback, as industry might be reluctant in responding to the Agency's feedback collection opportunities. It was noted that such stakeholder feedback is meant to be supplementary to KPIs but will not replace them.

The Chair thanked for this 1st report and encouraged the Agency to come up with more information at future MB meetings.

16. AOB

On behalf of the Chairman of the Art. 51 Study Group, Pieter Mulder briefly informed on the next steps regarding the Art. 51 Progress Report. He said that the Chairman had not received many comments following MB 03/2009. While a number of recommendations can be considered as closed in the meantime, others still require follow-up action. MB Members will be approached in January to answer the related questions. Report will be given at MB 01/2010.

The Chair closed the session thanking all participants for a fruitful meeting.



ANNEX 1: List of Attendance

Members

	MEMBER	ALTERNATE	EXPERT
AUSTRIA			Walter Gessky
BELGIUM		Benoit Van Noten	
BULGARIA		Eleonora Dobрева	
CYPRUS	Leonidas Leonidou		
CZECH REPUBLIC	Josef Rada	Vítězslav Hezký	
DENMARK	Kurt Lykstoft Larsen	Per Veinberg	
ESTONIA			
FINLAND	Kim Salonen		
FRANCE		Florence Rouse	Genevieve Eydaleine
GERMANY		Josef Schiller	
GREECE			Georgios Sourvanos Konstantinos Sfakianakis
HUNGARY		Zoltan Keszthelyi	
ICELAND*		Orn Hedinsson	
IRELAND		Seamus Ryan	Kevin Humphreys
ITALY	Salvatore Sciacchitano		Carmine Cifaldi
LATVIA			
LIECHTENSTEIN*			
LITHUANIA	Agne Katkute		
LUXEMBOURG		Claude Wagener	
MALTA			George Borg Marks
NETHERLANDS	Ellen Bien	Jan-Dirk Steenbergen	Pieter Mulder
NORWAY*	Heine Richardson	Oyvind Ek	Karl Koeford
POLAND		Tomasz Kadziolka	Dariusz Gluszkiewicz

* Members without voting rights



	MEMBER	ALTERNATE	EXPERT
PORTUGAL		Anacleto Santos	
ROMANIA	Claudia Virlan		
SLOVAK REPUBLIC			
SLOVENIA			Srecko Jansa
SPAIN		José M. Ramírez Ciriza	
SWEDEN	Lena Byström Möller		Magnus Molitor
SWITZERLAND*	Marcel Zuckschwerdt		
UNITED KINGDOM	Michael Smethers (Chair)	Francis Morgan	Pat Ricketts Susan Hamilton
EUROPEAN COMMISSION	Zoltan Kazatsay	Oliver Onidi	Marta Sadel

Observers

	MEMBER	ALTERNATE	EXPERT
EASA ADVISORY BOARD ¹	Vincent de Vroey	Claude Schmidt	Fiona McFadden Mick Sanders
ALBANIA ¹		Genci Resuli	
BOSNIA AND HERZOGOVINA ¹	Djordje Ratkovic		
CROATIA ¹	Jure Saric	Mladen Stepanic	
FORMER YUGOSLAV REPUBLIC OF MACEDONIA ¹			
MONTENEGRO ¹			
SERBIA ¹			
U.N. MISSION IN KOSOVO ¹			

¹ Observers without voting rights.



ANNEX 2: Action List

Action number	Description action	Action holder	Deadline
# 03/MB 0308	Amend & resubmit the proposed Procedure for the Selection of EASA Directors following submission to the Commission	EASA	Awaiting response from Commission
# 07/MB 0308	Article 51: Progress reports on the implementation of the recommendations	Article 51 Steering Committee - Rapporteur Maxime Coffin	MB 01/2010
# 02/MB 0408	Outsourcing	ENaCT	Pending outcome of Consultant Study
# 05/MB 0309	Review of MB RoPs re voting procedures in the light of the recommendations from the IAS audit	EASA/MB	MB 02/2010
# 01/MB 0409	Progress report on rulemaking in the context of the extension of Community competences	EASA/Commission	MB 01/2010
# 02/MB 0409	Progress report on EASAC activities	EASA	MB 01/2010